

7 September 1965

MEMORANDUM FOR: Inspector General

SUBJECT : NPIC

REFERENCE : Memorandum from the DDI for DCI, same subject,  
dated 24 August 1965

1. My comments on the referenced memorandum are keyed to the individual paragraphs therein and, for convenience, I have supplied keyword titles for the topics dealt with.

2. Comments in detail:

a. Paras 1, 2, 3: Introductory remarks - DDI emphasizes concept of National Center. DDI memorandum confined to inter-agency aspects. If, as I think, the bridging of the management gap between collection (NRO) and exploitation (NPIC) lies at the center of inter-agency problem, then I personally would have appreciated a more explicit treatment of the steps being taken to link DDI/DDS&T policy relating to cooperation with the NRO. The introduction of a strong NPIC/DDI voice into NRO affairs is essential both to achieve coordination of collection/exploitation and to generate effective guidance for NPIC research and development programs. This being a very sensitive area, I appreciate that progress may be occurring behind-the-scenes.

b. Para 4: Expand NPIC charter (NSCID 8) to cover all sensors. The  implementation group will need to establish a task force to define very precisely the new multi-sensor exploitation concepts. As with photography, how coordinate exploitation with collection, define the "read-out" mission, project costs, set R&D programs, correlate multi-sensor read-out, e.g., as faced by the Navy's IOIC? The whole subject needs to be carefully explored before amendment of NSCID 8 is broached to the USIB community.

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c. Paras 5, 6, 7, 8: "Immediate readout" a national task. Seeks tighter control of national "detailed studies". COMIREX. The joining of an exploitation priority control mechanism to the COMOR target priority mechanism does not appeal to me. Perhaps it can be made to work. If a "strong" chairman is appointed for the exploitation working group he will surely raise issues relating to (i) NPIC/NRO and (ii) priority issues between USIB committees (JAEIC, GMAIC, SIC), to which the USIB principals and not the COMIREX alone should speak. If a "quiet" chairman is appointed for the exploitation working group we will have another NPIC Advisory Committee. A Bruce Clarke is the type of chairman needed to assure forth-right action. Suppression of his views by the chairman of COMIREX would be unfortunate.

d. Para 9: National vs. departmental CIA PI efforts judged to be in balance. As might be expected, I hold to our original IG position that the kinds of operating stress we observed in the national area (PAG) should be remedied as soon as possible, including filling of the T/O at CIA expense and improving the management structure.

The DDI perhaps ruled out further comment on the CIA departmental (PID) set-up in his opening remarks - para 2. However, PID is clearly faced with introducing a stronger management policy in assigning priorities and coordinating the projects it accepts from CIA offices. Chief/PID must begin to say "no" to ORR, OSI and other claimants as appropriate.

e. Para 10: DDI proposes modest expansion of NPIC over next 21 months. This approach seems to me to be correct, however, it needs to be translated into a set of concrete steps as soon as possible. Such will be the aim of the [ ] group and the two year systems study group. Lack of DDI involvement here was a key IG survey finding. Besides setting remedial action in motion, many of the problems will require the DDI's personal intercession and support.

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f. Para 11: Joint CIA/Defense survey of U.S. PI facilities and measures for coordination of their efforts. I am not particularly optimistic about effective results being in prospect here. The key problems concern low quality performance due to varying recruitment, training, and management

standards in the different PI shops. If the military are going to achieve NPIC standards of PI performance, I suspect they will have to establish a true career service, apply civilian and not military rotation policies, and agree to support a national PI training school to which all PI shops would look for trained personnel.

g. Para 12: Refocus of R&D programs through two and five-year systems studies. My view is that all the outside talent engaged to date, with the possible exception of [ ] have yet to tell NPIC how they would take responsibility for invigorating the NPIC research effort. I would prefer to see the discussion acknowledge over and over again that improvement must stem from inter-linking the collection (NRO) with the exploitation R&D design efforts. Top management should announce now that it will pay the salaries necessary to recruit top staff in such fields as optics, photo-chemistry, and photogrammetry. At the same time, the next generation of talent must be contacted now in such schools as MIT and Cal Tech. Both types of talent, if obtained, will require long periods of orientation on-the-job. A rush now to expand the R&D program without the presence of top talent in-house will invite wasted effort on poorly defined objectives. I would expand NPIC research slowly and cautiously over the next two to three years.

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